

WELCOME

MANAGEMENT OF WELFARE ORGANIZATIONS

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objectives of the Paper

- To acquire knowledge of the basic process of registering, managing and administrating Welfare Agencies in the context of social work profession.
- To acquire skills to participate in management and administrative process and programme delivery
- To develop the ability to see relationship between policy and programmes, analyse the process as applied in specific settings and specific programmes.
- To gain knowledge on policy analysis and policy formulations and to study social policies, plans, legislations and programmes so as to be able to interpret, enforce and challenge them
- To understand critically the concept, content/indicators of social development

Unit – I

Syllabus

Social Welfare Administration : Concept ,definition of Social welfare administration & Social work Administration ; Purpose, Principles, Functions and areas, Social Welfare Administration at national , state & local levels ;CSWB(Central Social Welfare Board) Directorate of social Welfare & Handicapped welfare , Grants for NGOs Central & State government grants for women-aged home

Administration

- Administration may be defined as
 - *the determination and clarification of function
 - *formulation of policies and procedures
 - *the delegation of authorities
 - *selection, training and supervision of staff
 - *mobilization and organization of all available and appropriate resources to the end that the purposes of the agency may be fulfilled

Concept of Administration in Study of Social Work

- Modern nations are based on democratic principles and ideologies of public welfare. The principles of people's participation in governmental work and policy for people's welfare generated and activated governmental work and involved the government for encouraged more and more social welfare for the common mass. Basically the developing countries implemented different social policies for the weaker sections to get into national mainstream of socio-economic development. This demanded state intervention and the concept of welfare signifies wide sense of socio-economic development came into existence. In India, after independence with the advancement of Planning Commissions' work, a number of voluntary organisations were come into existence.

Definitions of Social Work Administration

- 1. Beavers (1950): Administration “as the processes of means by which the aims of an organization are determined, plans made for achieving these aims and the plans carried out”.
- 2. Tead (1939): “Administration is the process of direction, oversight, coordination and stimulation in an agency designed to carry out some agreed purpose with economy and effectiveness in the means employed (material and personnel) and with all possible regard for the claims of the individuals involved”.
- 3. Leopard Maya (1945): Administration may be defined “as the determination and clarification of function; the formulation of policies and procedures; the delegation of authority; the selection, supervision and appropriate resources to the end so that the purposes of the agency may be fulfilled”.
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Definitions of Social Work Administration

- 4. Arlien Johnson (1947): Administration as “a process and method by which objectives of program are transformed into reality through a structure and a mode of operation that make possible the coordinated and unified work of people in the movement towards the defined objectives”.
- 5. Kidneigh (1950): Administration “as the process of transforming social policy into social services a two way process (1) transforming policy into concrete social services and (2) the use of experience in recommending modification of policy”.
- 6. Spenser (1950): “Administration is the conscious direction of the internal relationships and activities of enterprise towards the achievement of goals”. She also outlines that it encompasses” the conscious intervention in the interaction forces operating between the agency and the larger community of which it is a part”. 7. Friedlander (1955): “Administration of social agencies translates the provisions of social legislation and the aims of private philanthropy and religious charities into the dynamics of services and benefits of humanity

SOCIAL WELFARE ADMINISTRATION

- has definite Knowledge, understanding, principles and ways of interaction
- main focus is on –the suitability and accessibility of social services to the public
- Social work –enables the process of administration through—guidance, planning,stimulation,organisation,creating structure, coordinating and through research

SOCIAL WELFARE ADMINISTRATION

- To fulfill the well defined main objectives of administration policies are suitably amended
- Programmes are formulated
- budget, finance, personnel selection procedures are made

PURPOSE

- i) **Getting facts** pertinent to the **agency's objectives and programmes** as the basis for taking **decisions**
- ii) **analysing** the available pertinent facts and making **guesses** about the future that is , of making estimates as to probable **future happenings** that may have bearing upon the **programme of the social welfare agency.**
- iii) identifying and selecting for action one of several **alternatives** available to the social welfare agency, considering the **forecasts** that have been made.

PURPOSE

- iv) **Making plans** for effectively carrying out the objectives of the agency on the basis of the alternatives selected.
- v) **recruiting, selecting, appointing, inducting, training, supervising staff essential** to the enterprise and in accordance with the plan and the organized division of work
- vi) **identifying** volunteers, arranging their orientation and assigning tasks.
- vii) **arranging a division of work** into such units that each unit can be assigned to one person for execution.
- viii) **establishing continuous use of appropriate measures, procedures and practices to** ensure that all activities in the social welfare agency contribute to the attainment of the selected objectives of the agency programmes.

PURPOSE

- ix) **collecting, recording, and analyzing pertinent facts** during the course of the total process that will serve as a basis.
- x) **laying down and following financial practices** in order to ensure economical and wise utilization of public funds.
- xi) **laying down standards of work** in an agency and mechanism of their enforcement.
- xii) establishing sound communication and supervision system and maintaining **effective community relations.**

PURPOSE

- xiii) **evolving mechanism of co-ordination** within an agency and with other agencies.
- xiv) **arranging a system of monitoring and evaluation** of agency's work

Functions of Administration

According to Ray Johns:

- i) **determining** the purposes, aims and objects of the organisation.
- ii) **Establishing** the structure of the organisation and keeping the organisation strong.
- iii) **Directing** the work of the organisation, selecting and developing an able and adequate staff.
- iv) **Working** with boards and committees.
- v) **Providing** financial administration-securing and handling finances.

Functions of Administration

- vi) **Maintaining** effective public relations and proper co-ordination with the other agencies.
- vii) **Evaluating** accurately the total outcome in relation to established purposes.
- viii) Looking ahead and **forecasting** so that services are kept consistent with changing needs and resources,

Functions of Social Welfare Administration

- Luther Gulick-POSDCORB
- P-Planning
- O-Organising
- S-Staffing
- D-Decision making
- CO-Co-ordinating
- R-Recording
- B-Budgeting

Planning

- -fundamentally an intellectual process
- -a mental predisposition to do things in an orderly way
- -to think before action
- -end to act in the light of facts rather than guesses
- -provision to implement guaranteed minimum of resources both physical and social according to the needs and necessities for better life conditions and adjustment

Steps in planning

- 1. Objective should be defined
- 2. formulate policies governing the achievement of objectives
- 3. Analysis of the ways and means of achieving the objectives within the framework of policies
- 4. organisation is made responsible to achieve
- 5. Responsibilities are assigned
- 6. Procedure of continuous assessment of the work done is evolved and applied to evaluate the progress made by the agency

Organization(Organising)

- Administrative worker in the social agency must organize his work always in relation to any other people
- Must organize his work in relation to a clear set of goals and purposes which are inherent in the nature of the agency which represents
- Must organize his work-with the comprehension of the whole job to be done
- Must organize his job-with a special regard for priorities and arrangement of tasks in terms of significance and importance

Organisation (Organising)

- Must organise his job-with a particular awareness of the degree-to which channels of communication-have been open throughout
- So as to take into account –his own needs and the needs of the others-to divide large assignments into manageable units so that a sense of productivity is forthcoming without excessive delay

Organisation (Organising)

- So as to consider his own readiness to do a certain thing and the readiness of others to respond
- So that there is a systematic arrangement of task in relation to the capacities and capabilities of his associates
- He must organise the factor of self insight and self understanding as being control in the task of organising to do the job
- He must organise small units for smooth functioning

Staffing

- It means the administration of the staff
- It is an important administrative function-as the abilities and sincerity of staff determine the qualities of service provided by the social welfare agency
- Staffing includes-recruitment,selection,service conditions,promotion,leave,working condition,welfare,training,orientation,supervision,retirement rules etc.

Directing

- To see that the work has been agreed upon is carried out in accordance with the instructions and rules
- To assist staff in keeping work being done
- To harmonies team work between employees
- To maintain and develop standards of performance
- To produce orderliness in performance
- To get acquainted with the weaknesses of the programmed and to correct them

Coordinating

- It means to bring into a common action, movement or condition to relate and combine separate parts in harmonious balance and adjustment
- Coordination denotes two things-1.unity of purpose,2.unity of action

Reporting

- A report is an official presentation of facts
- It is a summary of activity –covering a specific period of time
- It is made periodically
- Reports are prepared based on the records maintained by the agency
- Reports enable the agency to discover to what extent it has accomplished the objectives

Reporting

- Reports summaries the results of work together and help the board to formulate new objectives
- Agency planning can be sound only when it is based upon an adequate reporting

Budgeting

- The process of preparing and presenting an annual budget needs technical knowledge and has no concern with the social work activities

Areas of Administration

1. Organisation and structure
2. Policy making and planning
3. Programme development and use of sound methods and techniques
4. Functions of the executives and board
5. Specialisation and co-ordination
6. Personnel
7. Supervision and leadership

Areas of Administration

8. Reporting

9. monitoring, evaluation and research

10. Public relations

11. Mobilisation and maintenance of resources, budget and fiscal controls and the concept of accountability

12. Maintenance of proper records

13. Maintenance of proper infrastructure of the agency.

Skills of social Welfare Administration

- 1.Skill in establishing and maintaining **relationships** with the staff and boards
- 2.Skill in **selection of staff**
- 3.Skill in **defining purposes and objectives** of the agency
- 4.Skill in **helping the staff organize for effective work**
- 5.Skill in **developing** a **work methodology**
- 6.Skill in helping individual members

CSWB (Central Social Welfare Board)

- CSWB is an autonomous body, under the control of Ministry of Education.
- • This was set up by the government of India, on 13 Aug 1953.
- • CSWB is an initiative of Pandit Jawaharlal Nehru.
- • Dr. Durgabai Deshmukh was the founding Chairman. (Eminent Social Worker).
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MISSION

- As a National Organization, strive to be recognized as the most progressive entity for providing services of unequivocal excellence to women and children for their protection, capacity building and total empowerment.
- To raise awareness about the legal and human rights of women and girl child and to run campaigns against social evils affecting them.

VISION

- The Board must :
Act as a change maker with a humanitarian approach by reinforcing the spirit of voluntarism.
- Create an enabling mechanism to facilitate networking of committed social workers for the empowerment of women and children

Cont...

- Develop a cadre of sensitive professionals with a gender centric vision committed to equity, justice and social change.
- Recommend gender specific policy initiatives to meet the new challenges for women and children in emerging areas.
- Strengthen voluntary organizations and expand coverage of 'engendered' schemes in areas where they have not yet reached.
- Initiate and strengthen its monitoring role to act a social audit and guide for the voluntary sector so as to access Government funds as resource.
- Generate awareness about the challenges of a society in transition where negative use of technologies and practices are impacting on the wellbeing of women and children.

ORGANIZATIONAL STRUCTURE

- The Board is headed by Chairperson.
- The Board has a 56 member General Body and a 16 member Executive Committee.
- The composition of the General Body and Executive Committee are as follows:
 1. General Body.
 2. Executive Committee

GENERAL BODY

- Chairperson, CSWB.
- All Chairpersons of State Social Welfare Boards.
- Representatives from the Parliament; two from Lok Sabha and One from Rajya Sabha.
- Five Professionals (one each from Law, Medicine, Social Work, Education and Social Development and Nutrition)
- Three eminent persons with extensive experience of social work.
- Representatives from Ministries/Departments.

EXECUTIVE COMMITTEE

- Chairperson, CSWB.
- Chairperson of State/Union territories State Social Welfare Boards; - Maharashtra, Karnataka, Assam, Rajasthan, A&N Islands
- Representatives of Ministries/Department of Government of India (of the level of JS) Ministry of Women and Child Development, Ministry of Health & Family Welfare, Ministry of Rural Development, Ministry of Finance, Ministry of HRD, D/o Secondary & Higher Education, Ministry of Social Justice & Empowerment, Financial Advisor, Ministry of Women and Child Development
- Two Professionals.
- Executive Director, Central Social Welfare Board.

ACTIVITIES

- It surveys the needs and requirements of voluntary welfare organizations in the country.
- It promotes the formation of social welfare organizations.
- It provides financial aid to deserving welfare organizations.

ACTIVITIES

- It has started a scheme of “Industrial cooperatives” under which the women of the lower middle class in urban areas, were employed and given salary, thus releasing their economic status.
- • It has initiated “Family and Child Welfare Services” in 1968, in rural areas for the welfare of women and children through various activities such as mother craft, social education, literacy classes, distribution of milk, organization of play centers for children, etc.

Social Welfare Administration in State Context

- Due to organizational decentralization the government of India vested power to State Governments and Union Territory to implement social welfare programmes for the local developments of weaker sections.
- The centrally sponsored schemes well distributed its services for the socially and economically weaker sectioned people. The beneficiaries are children, women, scheduled castes, tribes, backward classes, disabled, destitute and aged people.
- The various programmes and planning's for these sections well reflected in state welfare.
- A large number of states have given similar social welfare methods regarding implementation of central government schemes.
- If we look out the operational structure we observed the following features.

Features of state level programmes

- It may be Central government or State government; practical welfare planning's conducted by bureaucracy or civil servants. These officers are expert administrators of the countries and practical developments worked out under their efficient hands.
- It has normally headed by a cabinet.
- The civil servants or the secretaries guided the ministers or the people representatives as they are coming for a limited period.
- It is not the ministers rather secretaries or IAS holders who are planned or implemented various schemes for peoples development .
- The Directorate carries the responsibility or headed by Chief Secretary
- Each secretary carries a department and to execute work staffs are appointed from time to time .

- The Directorate or the bureau of various departments carried by IAS officers has also Divisional Offices at district level . Normally at district level the responsibility assigned to District Collector .He is carrying the official positions or chief of the district administration.
- A District has divided into Sub Divisions or in government level SDO's are responsible for the Sub Division administration.
- At the bottom of the organization BDO in Block level and Panchayat's are working in the grass root level to implement governmental developmental policies.
- But social work student should remember the administration is never be responsible they are the executing organs of lines or staffs of organizations'.

Functions of State Social Welfare Board

- To invite and scrutinize applications from registered voluntary organizations for grants in aid and after determining their eligibility to recommend them to central social welfare board.
- To supervise the working of the voluntary organizations and report to central social welfare board for appropriate action.
- To advise and assist the central board in sponsoring new welfare programs and activities.
- To encourage and promote the growth of voluntary social welfare organizations especially in the uncovered fields and areas.

- To assist the central board in providing field counselling services for aided voluntary organizations.
- To achieve coordination among voluntary organizations, between voluntary organizations and statutory agencies at state and local levels and between the various departments of the state government.
- To obliterate duplication and overlapping of activities
- To implement the programs on behalf of the Central Board with the funds placed at their disposal by it.
- To undertake with the concurrence of the Central Board such programs as may be entrusted to them by any department of the central or State Government

Grants for NGOs Central & State government grants for aged

- The Ministry of Social Justice & Empowerment supports programmes for the welfare of the elderly through financial assistance to Non Governmental Organizations under the two schemes detailed below:
- Scheme of "Integrated Programme for Older Persons", through which financial assistance up to 90% of the project cost is provided to NGOs for establishing and maintaining old age homes, day care centres, mobile medicare units and to provide non-institutional services to older persons.
- Scheme of Assistance for construction of old age homes for older persons under which funds are provided for construction of old age homes. The Scheme is presently under formulation

Grants for NGOs Central & State government grants for women

- The Ministry of Women and Child Development is implementing a Scheme called the General Grant -in -Aid Scheme, also called Scheme for innovative projects for women and children. The objective of the Scheme is to support innovative voluntary action and initiatives to render services for women and children. This Scheme is meant to supplement the existing schemes of the Ministry and of the Central Social Welfare Board and not to duplicate them. Financial assistance is provided for services that are not covered by the structured schemes of the Ministry or CSWB.
- Project that suggests a new approach to tackle a pressing social problem.
- Project which fills essential gaps in existing services and complements them so as to maximise the impact.
- Project to tackle a problem area which is relatively unserved but where need is urgent.
- Project which provides integrated services, all the components need not be financially supported by one source.
- Project which is community based and renders non - institutional services. Where the nature of the problem so demands, institutional programmes will also be supported